

# United States Transportation Command

*10 Years of Excellence  
1987-1997*



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# Contents

Introduction .....	5
1978 .....	7
1986 .....	9
1987 .....	9
1988 .....	11
1989 .....	12
1990 .....	13
1991 .....	15
1992 .....	16
1993 .....	18
1994 .....	20
1995 .....	22
1996 .....	25
1997 .....	27
 Operation Desert Shield/Desert Storm .....	32
<i>JOPEs and GTN</i> .....	32
<i>Airlift</i> .....	34
<i>Sealift</i> .....	36
<i>Overland lift and port operations</i> .....	39
<i>Reserve augmentation</i> .....	41
<i>JICTRANS</i> .....	43
 Plank Owners .....	45



Throughout the history of the United States, when the need arose for the nation to move its military forces from point A to point B, the Army, Navy, Marines and Air Force deployed unilaterally. There was no single point of contact for transportation. If an Army unit had to move from Fort Bragg, N.C., to Stuttgart, Germany, for example, their equipment might go by rail to Charleston, S.C., where it would be taken by sea to Antwerp, Belgium. There, it would be unloaded from the ship and placed on a train and taken by rail to Stuttgart. From there it would be again unloaded and reloaded on a truck to be taken



*A soldier guides the driver of an M1A2 Abrams tank onto a Heavy Equipment Transporter trailer in preparation for movement to the National Training Center, Fort Irwin, Calif., during the Army's Advanced Warfighting Experiment. Trailers such as this one are used by Military Traffic Management Command to transport outsized military equipment from the fort to the port, or where needed in the United States.*



*During the Korean war, scenes such as this took place much as they still do today.*

to the final destination. The people in the unit would travel by bus to the airport, fly to Frankfurt, get bussed to Stuttgart, and wait for their equipment to arrive. For many, many years a move such as this, which happens routinely, required the unit transportation officer to coordinate with people in the other services and civilian transportation companies to route the passengers and equipment from the origin through many transportation systems to arrive at the final destination. Whether or not it would all arrive safely could not readily be determined while the cargo was in transit.

Today, that whole scenario is taken care of with one phone call. The transportation officer simply picks up the phone and dials “1-800-USTRANSCOM” to arrange for all of the people and cargo to be transported from Fort Bragg to Stuttgart. All of the coordination still must be accomplished for the equipment and people to reach their final destination, but now the professionals at U.S. Transportation Command (USTRANSCOM) and its Transportation Component Commands — the Air Force’s Air Mobility Command, the Army’s Military Traffic Management

Command and the Navy's Military Sealift Command — take care of the details. Thanks to improvements in communications and command and control, unit commanders — USTRANSCOM's "customers" — are able to find out where their people, cargo and equipment are in the Defense Transportation System. They can also find out when they will arrive at the destination. This is all done today at the best value to the taxpayers while meeting the needs of the customers.

It has been a long road to this point, however. Before USTRANSCOM was established, the nation's strategic mobility assets — consisting of airlift and aerial refueling aircraft, rail cars, specialized sealift ships and civilian contract carriers of all varieties — were operated independently by different Air Force, Army and Navy agencies. Inevitably, differences in operational characteristics and policies and procedures complicated movements of military forces and raised operating costs.



*Soldiers line up to board CV2 Caribou aircraft, long before USTRANSCOM was established.*

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## 1978

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War planners identified coordination problems throughout the transportation system in simulated wartime operations. In 1978, the Department of Defense (DoD) staged a worldwide deployment exercise called Nifty Nugget, which revealed a lack of flexibility when multiple transportation modes — air, land



*“USTRANSCOM can help the nation maintain its preeminence in, and its leadership role as, the largest trading nation by being a catalyst to the transportation industry, which has more to do with our being the world’s largest trading nation than any other industry,” U.S. Air Force Gen. Duane H. Cassidy said in his exit interview with the command historian. “It does it in two ways. First of all it provides transportation ... But it also provides the capitalization for much of the business that we want to do and the way it does that is reduce inventories. Therefore, I think that the transportation command, by reducing inventories, cost and stocks within the government, can serve to be a leader for doing the same thing within the nation.”*

and sea — were required. In addition, various data processing systems could not function together. Unity of command was impossible because no single command had overall responsibility and authority to coordinate and direct the use of various available transport capabilities.

Analysts computed that if this exercise had been a real conflict, there would have been 400,000 troop “casualties,” and thousands of tons of supplies and 200,000 to 500,000 trained combat troops would not have arrived at the conflict scene on time.

Two major recommendations came out of Nifty Nugget. First, the Transportation Operating Agencies (TOA, later called the Transportation Component Commands) should have a direct reporting chain to the Joint Chiefs of Staff (JCS). Second, the JCS should establish a single manager for deployment and execution.

As a result, the Joint Deployment Agency (JDA) was created in 1979 to provide a single manager for deployment. Although the JDA had responsibility for integrating deployment procedures, it did not have authority to direct the TOAs or unified and specified commanders in chief to take corrective actions, keep databases current, or adhere to milestones.



*Eight Fast Sealift Ships (FSS) provide rapid surge shipping capability for bulky, oversized military equipment such as tanks, armored vehicles and helicopters needed overseas in times of war or contingency. The FSSs combined can carry the equivalent of a full Army mechanized division.*

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## 1986

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On Feb. 28, President Ronald Reagan's Blue Ribbon Commission on Defense Management (Packard Commission) recommended a single unified command to integrate global air, land and sea transportation.

The president signed National Security Decision Directive No. 219 April 1 directing the secretary of defense to establish a Unified Transportation Command (UTC). Later that year, on Sept. 29, the Goldwater-Nichols Department of Defense Reorganization Act ordered the secretary of defense to consider creation of a UTC with Military Airlift Command (MAC, now Air Mobility Command), Military Traffic Management Command (MTMC) and Military Sealift Command (MSC), and repealed the law prohibiting it. MAC, MTMC and MSC, as its component commands, were unified under a UTC headquartered at Scott AFB, Ill., with the commander in chief (CINC) of MAC also serving as the UTC CINC. The Joint Deployment Agency was disestablished and absorbed by the new command.



*U.S. Air Force Gen. Duane H. Cassidy, USCINCTrans, and U.S. Navy Vice Adm. Albert J. Herberger, deputy CINC, cut the ribbon on building 1961, while U.S. Air Force Col. Dave Hinton, chief of staff, looks on.*



*USTRANSCOM officially opened for business at this activation ceremony in October 1987.*

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## 1987

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On Jan. 20, U.S. Air Force Gen. Duane H. Cassidy, commander in chief of Military Airlift Command, renamed the Unified Transportation Command the United States Transportation Command (USTRANSCOM). Four months later, President

*"We stood up the command the right way," said U.S. Air Force Gen. Duane H. Cassidy in his exit interview with the command historian in September 1989.*

*"We established early on good relationships with the other commands. We tried to get into things to show we could help, that we were a positive force. We got their acceptance early on. ... A lot of that is because we had a Chairman who was committed to it. A lot of it is because we had a deputy secretary of defense who was committed to the transportation business. ... So we had good friends in high places. And the times we needed support, we got it. ... Also, it simply was needed. No one had ever denied that. It is a command born out of need."*



*During a St. Louis Cardinals game, U.S. Navy Vice Adm. Albert J. Herberger, USTRANSCOM's deputy commander in chief, swore in this group of new Navy recruits at Busch Stadium.*

Reagan directed the secretary of defense to establish USTRANSCOM. The command was formally activated on Oct. 1 and its 50 staff members began their work in earnest.

At first glance, USTRANSCOM appeared to be the long-sought-after remedy for the Department of Defense's fragmented and often criticized transportation system. It soon became apparent, however, that there was much left to be done. USTRANSCOM's original charter allowed the services — Army, Navy and Air Force — to retain their single-manager charters for their respective modes of transportation — land, sea and air. It also limited USTRANSCOM's authority primarily to wartime. During peacetime, USTRANSCOM's Transportation Component Commands continued to operate day-to-day much as they did in the past.

By the end of 1987, the staff had grown from 50 to 98 people assigned with 305 positions authorized.

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# 1988

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The U.S. Transportation Command (USTRANSCOM) staff was housed in building P-4, across the street from the current site of building 1900, until Aug. 15, when the staff of the new command moved into the old Scott AFB commissary, building 1961. The command published a Concept of Operations thus charting its course for the future. The command also drafted a command, control, communications and computer systems (C4S) master plan to integrate mobility and deployment transportation C4S for the Department of Defense (DoD).

In addition, the command drafted a National Sealift Policy statement setting in motion, it anticipated, the revitalization of the nation's maritime industry. The command also established itself as an advocate for containerization and succeeded in keeping the C-17 development program on track.

October marked USTRANSCOM's assumption of operational command of common-user lift forces assigned to Military Airlift Command, Military Traffic Management Command and Military Sealift Command during peacetime exercises, contingencies and war — in other words, USTRANSCOM's first charter, its wartime charter. By year's end, the staff had grown from 305 authorized positions with 98 people assigned, to 371 authorized positions with 329 people assigned.



*This C-141 Starlifter aircraft fulfills the vast spectrum of airlift requirements through its ability to haul cargo or airlift combat forces over long distances, paradrop or land those forces and their equipment, resupply ground forces and transport sick and wounded to advanced medical facilities.*



*U.S. Air Force Gen. Duane H. Cassidy, USCINTRANS, and Senator Al Dixon (IL-D) break ground for USTRANSCOM's new building 1900.*



*USTRANSCOM's building 1900 gets under construction in 1989.*

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## 1989

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Much of the command's operations in 1989 focused on Panama. In one of its first large-scale "real world" operational roles, U.S. Transportation Command (USTRANSCOM), using the Joint Deployment System (JDS), coordinated the movement of Nimrod Dancer forces to Panama in May. The airlift, in support of the U.S. Southern Command, included 34 C-141, 39 C-5, and two commercial aircraft missions moving 2,679 passengers and nearly 2,950 short tons of cargo and equipment. A highlight of the operation was the breakout and deployment of the Fast Sealift Ship (FSS) United States Naval Ship (USNS) *Bellatrix*. The activation took only 52 hours from notification to full operational status, 44 hours ahead of the 96-hour normal planning time for a FSS. Using redeploying lift assets, the command also coordinated the return of U.S. military dependents from Panama to the United States in May and June.

Back at Scott AFB, things were getting underway for a new building to house the command. A contract was let to Korte-Plocher, Inc., of Highland, Ill., in August to build the new facility. Senator Al Dixon (IL-D) broke ground for the new USTRANSCOM building 1900 on Sept. 17.

A week later, U.S. Navy Adm. William J. Crowe Jr., chairman of the Joint Chiefs of Staff (JCS), presented General Cassidy and USTRANSCOM the command's first Joint Meritorious Unit Award for its work from April 17, 1987, to Oct. 1, 1989. The award cited USTRANSCOM's active leadership of the nation's strategic lift forces, support of national security objectives, innovative solutions and skilled actions. In particular, it identified the command's work toward revitalizing the nation's maritime industry. The award was presented Sept. 22 prior to



the USTRANSCOM change of command ceremony. The command's first commander in chief, General Cassidy, handed over command of USTRANSCOM and Military Airlift Command to U.S. Air Force Gen. Hansford T. "H.T." Johnson. General Cassidy retired Sept. 24.

Dec. 1, USTRANSCOM's Joint Transportation Intelligence Center was established as the intelligence production division of USTRANSCOM's intelligence directorate and dedicated its new facility.

The command's staff kept growing in 1989 from 329 people to 367 by the year's end.

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## 1990

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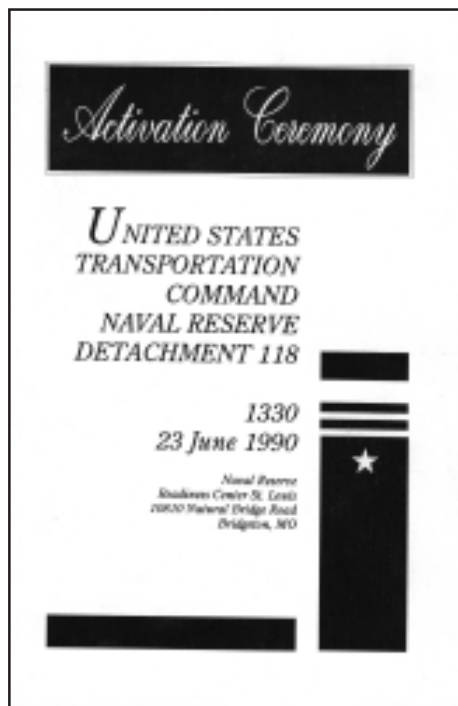
1990 began in a normal way but became a pivotal time in the short history of the command.

Operation Desert Shield/Desert Storm commenced in August and represented the first time in U.S. history that the nation had a single command to coordinate strategic deployment during a major military operation. The deployment for Desert Shield/Desert Storm ranks among the largest in history. From Aug. 7 to March 10, 1991, U.S. Transportation Command (USTRANSCOM) and its Transportation Component Commands moved nearly 504,000 passengers, 3.6 million tons of dry cargo, and 6.1 million tons of petroleum products to U.S. Central Command's area of responsibility. The command moved roughly the equivalent of Atlanta, Ga. — all of its people, their clothing, food, cars, and other belongings — half-way around the world in just under seven months.

Next to Desert Shield/Desert Storm, the most important



*U.S. Navy Vice Adm. Albert J. Herberger, USTRANSCOM's deputy commander in chief, and U.S. Air Force Col. Jim Corsi, director of intelligence, cut the ribbon on the new Joint Transportation Intelligence Center (now called the Joint Intelligence Center - Transportation) facility in 1989.*



operation for USTRANSCOM in 1990 was Steel Box, the retrograde of chemical munitions from the Federal Republic of Germany to Johnston Atoll. In the first two stages of the operation, the commander in chief of USTRANSCOM was — for the first time ever — the supported commander in chief (CINC). His supporting CINCs were U.S. Atlantic Command and U.S. Pacific Command.

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# 1991

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In addition to the ongoing Desert Shield/Desert Storm operation, redeployment and continued sustainment operation, U.S. Transportation Command (USTRANSCOM) was also deeply involved in many other activities in 1991, not the least of which was its own reorganization. Throughout the year the command worked with the Joint Chiefs of Staff and the services on drafting its peacetime operations, single manager charter. At the end of the year the charter was at the Office of the Secretary of Defense for approval. Also during the year, the command finalized plans to establish a program analysis and financial management directorate (TCJ8), stood up the Joint Transportation Reserve Unit Sept. 7, began drafting its first supporting plans for the warfighting CINCs, fielded the Dynamic Analysis Replanning Tool (part of the Global Transportation Network, GTN) at several unified commands, and directed that Joint Operations Planning and Execution System be used in all exercises beginning in fiscal year 1992. USTRANSCOM occupied building 1900, Oct. 22.

USTRANSCOM also provided support for operations Desert Sortie, Provide Comfort, Sea Angel, Fiery Vigil, Blue Beam, Quick Lift, Victor Squared and Safe Harbor, and transported humanitarian aid to the former Soviet Union.

On Sept. 18, USTRANSCOM was presented the Joint Meritorious Unit Award, first oak leaf cluster, for service from Aug. 2, 1990, to July 31, 1991. The citation noted that “the men and women of the United States Transportation Command exhibited outstanding performance in mobilizing military and civilian air, land and sea transportation assets necessary to deploy, employ, and sustain United States combat, combat support,



*In his testimony to the U.S. Senate Committee on Armed Services in March 1991, U.S. Air Force Gen. Hansford T. “H. T.” Johnson stated: “If we would have had the C-17 in place of the C-141 during Desert Shield, we could have met our airlift deployment requirements from 20 percent to 35 percent faster, depending on the capacity of the airfields made available in the area of operations. The C-17’s impact in the first 12 days alone would have allowed us to carry enough cargo to deploy an additional three F-15, three F-16, three F-4 and three A-10 squadrons plus two light infantry brigades. In addition to its strategic contribution, the C-17 could also have provided the equivalent in-theater airlift of a 16-aircraft C-130 squadron.”*



and combat service support forces required for operations Desert Shield/Desert Storm/Desert Sortie ... while simultaneous assistance was provided for Operations Provide Comfort, Sea Angel and Fiery Vigil.”



*The USTRANSCOM moved into its new headquarters, building 1900, following this opening ceremony Oct. 21, 1991.*

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## 1992

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In January 1992, the Department of Defense completed the Mobility Requirements Study (MRS) which identified a requirement to move nearly five Army divisions 8,700 miles in six weeks. According to MRS, this necessitated five million additional square feet of sealift capacity than that currently available in the military sealift fleet. That equates to an additional 19 large, medium-speed, roll-on/roll-off (LMSR) ships, each carrying about 300,000 square feet of cargo and equipment at 24 knots. That would bring the total number of roll-on/roll-off ships U.S. Transportation Command (USTRANSCOM) has to 55 for surge sealift: 36 in the Ready Reserve Force (RRF) and 19 in the Military Sealift Command fleet (eight Fast Sealift Ships and 11 LMSRs). In December, following guidance in the MRS, the Maritime Administration purchased 12 roll-on/roll-off ships from the commercial market for the RRF at an average price of \$22.2 million per ship.

On Valentine's Day, Secretary of Defense Dick Cheney signed a memorandum expanding the mission responsibilities of USTRANSCOM “to provide air, land, and sea transportation for the Department of Defense, both in time of peace and time of war.”

June 1, Military Airlift Command inactivated and the Air Mobility Command (AMC) constituted and activated at Scott



AFB in the biggest reorganization of the Air Force since it was formed in 1947. With this restructuring of the Air Force, the aerial refueling mission and aircraft were added to AMC's fleet of cargo aircraft.

U.S. Air Force Gen. Ronald R. Fogleman assumed command from General Johnson on Aug. 25.

Secretary Cheney established the National Defense Sealift Fund (NDSF) to fund Department of Defense common-user strategic sealift, including RRF vessels, ship construction, alteration, operation, maintenance and lease and/or chartering. Installation of National Defense Features on privately-owned vessels constructed and documented in the United States also fell under the NDSF.

USTRANSCOM participated in several major operations during 1992 including transporting Haitian refugees to Guantanamo Bay, Cuba, and their repatriation; Operation Provide Hope (relief to former Soviet Union republics); Operation Provide Promise (relief to Bosnia); Operation Intrinsic Action (deployment of U.S. forces to Iraq); Operation Southern Watch (enforcing the no-fly zone over Southern Iraq); relief efforts following Hurricanes Andrew and Iniki and Typhoon Omar; and Operation Impressive Lift (moving Pakistani forces to Somalia).



Staff Sgt. James D. Mossman

*U.S. Army soldiers load baggage into the cargo hold of a Military Sealift Command-chartered vessel at the port of Mogadishu, Somalia.*

*“In the past, we mainly confined our container movements to sustainment cargo,” said U.S. Air Force Maj. Gen. Edward E. Tenoso, USTRANSCOM’s director of operations and logistics during Team Spirit 1993. “What we tested in this exercise was our ability to containerize a complete unit’s equipment, maintain visibility and unit integrity, deliver that whole unit, and reassemble it as we would do in actual contingencies.”*



*During Team Spirit 1993, (above and below) USTRANSCOM, for the first time, deployed a unit using containerization to move the equipment.*



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## 1993

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Acting Secretary of Defense Donald J. Atwood signed a Department of Defense (DoD) directive which gave the commander in chief of U.S. Transportation Command (USCINCTRANS) combatant command of the Transportation Component Commands (TCC) in time of peace and time of war and made him DoD’s “single manager for transportation, other than service-unique or theater-assigned transportation assets.”

In February, the command published its first strategic plan to set the course of the command through the year 2010. The plan set the following goals to develop a robust Defense Transportation System:

- ◆ Ensure DoD rapid deployment and sustainment capability;
- ◆ Champion DTS concepts, strategies and programs;
- ◆ Strengthen partnerships with industry;
- ◆ Capitalize on technological innovations; and
- ◆ Assure customer satisfaction.

Today, these goals remain part of USTRANSCOM’s strategic plan.

“At the time of my arrival at Scott, USTRANSCOM was engrossed in formalizing its charter to codify its new authorities and responsibilities under the Cheney [Richard B., secretary of defense] memo of February 1992,” said General Fogleman in his exit interview with the command historian. “Our people had not had time to map out a strategic plan to reach its vision. My number one goal for USTRANSCOM was to institutionalize its planning process, that is, to set it on course to realize its vision as outlined by the command under General Johnson.”

The Navy awarded contracts for the conversion of five container ships to large, medium-speed, roll-on/roll-off (LMSR)

vessels on July 30. Later, between Sept. 2, 1993, and Nov. 26, 1996, the Navy awarded construction contracts for 10 new LMSRs. The remaining four new construction contracts to meet the 19-ship requirement set in the Mobility Requirements Study in 1992 would be awarded at a later date.

Aug. 11, USCINCTRANS was designated the functional manager for the Corporate Information Management (CIM), DoD transportation initiatives, and for establishing the Joint Transportation CIM Center (JTCC). The JTCC recommends changes to the policies, procedures, organizations, and command, control, communications and computer systems of DoD and its components as well as the USTRANSCOM staff and TCCs.

The Team Spirit 1993 exercise marked the first time in U.S. military logistic history that the equipment of an entire battalion was deployed overseas using intermodal container systems. USTRANSCOM used 296 40-foot commercial containers and military flatracks to move the 29th Signal Battalion from Fort Lewis, Wash., to Camp Humphreys, Korea, and back.

Active duty and Air Reserve Component C-130 units in the continental United States (CONUS) assigned to the Air Mobility Command (AMC) transferred to Air Combat Command (ACC) Oct. 1. The transfer allowed AMC to focus on its strategic mobility mission while giving ACC the resources it needed to fulfill its role as the theater air component of the United States Atlantic Command (USACOM).

In November, the first operational C-17 was delivered to AMC. The Persian Gulf war emphasized the need for the C-17 to replace the aging C-141 and to increase airlift flexibility. The C-17's modern design would give it the capability to move larger quantities of equipment, munitions, fuel and outsized cargo directly to forward areas. An initial buy of 40 C-17s was authorized by Congress in December 1993.

By the end of the year, USCINCTRANS had been given the authority by the general counsel of DoD to request the

*"I come from a school that believes the spoken word is philosophy, and the written word is guidance," U.S. Air Force Gen. Ronald R. Fogleman explained in his exit interview with the command historian, reflecting upon the command's first strategic plan, drafted during his leadership. "The vision is vitally important to the process, but the vision will never come to fruition without written guidance to provide the framework. Without a plan that has milestones, the vision will remain nothing more than a philosophical discussion. Perhaps most importantly, you can't dictate to an organization. You must have 'buy-in' from all of the participants, and this, in turn, makes them dedicated to the process."*



*Over the years, visitors continually come to the command to see firsthand what USTRANSCOM does. Pictured above are Secretary of Defense Dick Cheney, Chief of Naval Operations Adm. Mike Boorda, and Chairman of the Joint Chiefs of Staff U.S. Army Gen. John J. Shalikashvili.*

Secretary of Transportation to activate the Ready Reserve Force, when approved by the Secretary of Defense.

During 1993, USTRANSCOM supported Operations Restore Hope (humanitarian operations in Somalia), Able Sentry (airlift of United Nations [UN] peacekeepers to Macedonia), and Deny Flight (enforcing the no-fly zone over Bosnia), as well as flood relief to the midwest United States. In addition, USTRANSCOM also supported many smaller operations and exercises throughout the year.

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## 1994

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The operations tempo at U.S. Transportation Command (USTRANSCOM) during 1994 continued at a brisk pace. The command not only planned and provided the lift requirements for a myriad of contingencies, exercises and peacekeeping/humanitarian operations, but often was called upon to respond to other operations at the same time. While activating 14 ships from the Ready Reserve Force (RRF) and airlifting more than 38,230 personnel and 20,595 tons of cargo in support of Operations Uphold Democracy and Maintain Democracy in Haiti, the command was called upon to simultaneously support Operation Vigilant Warrior to deter Iraqi aggression. Other contingencies and humanitarian/peacekeeping operations the command supported were: Operations Restore Hope (Somalia), Support Hope (Rwanda), Provide Promise (Bosnia), Provide Comfort (Northern Iraq), Southern Watch (Southern Iraq), and Project Sapphire (uranium from Kazakhstan to U.S.). In addition, USTRANSCOM sent Patriot weapon systems to South Korea, and participated in several exercises including Bright Star 1994 (Joint/Combined field training exercise in Egypt), Peace-



keeper 1994 (U.S.-Russian peacekeeping exercise), Cobra Gold (Thailand), Roving Sands (Southwest U.S.), Ocean Venture (Joint contingency operations), and Turbo CADS 1994 (USTRANSCOM-sponsored containerized ammunition exercise).

Jan. 3 marked the first use of a RRF troopship in a contingency since the Vietnam war. General Fogleman, commander in chief of U.S. Transportation Command (USCINCTRANS), directed the Military Sealift Command to coordinate with the Maritime Administration (MARAD) for the activation of a RRF troopship to support Operation Restore Hope in Somalia. Between Jan. 30 and March 26, the troopship transported a total of 2,959 U.S. Army troops from Mogadishu, Somalia, to Mombasa, Kenya, on nine voyages.

In July, the Mobility Requirements Study (MRS) was superseded by the MRS Bottom-Up Review Update, which revalidated the 1992 MRS requirement for acquiring an additional five million square feet of shipping capacity.

In October, General Fogleman departed USTRANSCOM to become the Air Force chief of staff and handed over USTRANSCOM's reigns to U.S. Air Force Gen. Robert L. "Skip" Rutherford.

At the end of December, USTRANSCOM began testing its intransit visibility (ITV) capability by tracking the movement of more than 3,600 soldiers of the 25th Infantry Division as they deployed to Haiti. By using a Multi-Technology Automatic Reader Card (MARC) which was developed and funded by the assistant secretary of defense for command, control and communications, USTRANSCOM was able to test and evaluate the use of MARC with the Global Transportation Network prototype.



*USTRANSCOM's Joint Service Color Guard represents the command at military and civilian activities throughout the St. Louis area.*

*“We’re adding more and more value to the process by asking the right questions when the requirements come down, and by making sure the people who are requesting support are sensitive to the issues. ... In that regard, we have improved the efficiency of the system,” said U.S. Air Force Gen. Robert L. Rutherford in his exit interview with the command historian.*



Airman First Class Gregory L. Davis

*A multipurpose tractor pulls a U.S. Army tanker through the staging area next to USNS Gordon, in the background. USNS Gordon, the first large, medium-speed, roll-on/roll-off (LMSR) vessel assigned to Military Sealift Command, recently underwent conversion to MSC specifications to make it ideal for loading, transporting and unloading of U.S. Army and Marine Corps combat equipment.*

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## 1995

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The major initiatives and programs designed to achieve U.S. Transportation Command’s (USTRANSCOM) vision in 1995 were: procurement of the C-17; strengthening the Civil Reserve Air Fleet (CRAF) program; embellishment of strategic sealift programs including acquisition of more large, medium-speed roll-on/roll-off (LMSR) ships and the Voluntary Intermodal Sealift Agreement (VISA); and improving infrastruc-

ture, intransit visibility (ITV) and the Global Transportation Network (GTN). Many advancements in these areas were made in 1995.

The C-17 Globemaster III, the replacement airlifter for the C-141, came a long way from the start of the program in the early 1980s. From the delivery of the first C-17 in June 1993 until the end of 1995, the Globemaster III set 22 world flight records and flew in support of major U.S. contingencies and humanitarian operations. The deputy secretary of defense announced that the C-17 Globemaster III would be acquired as the DoD's core airlifter. A total purchase of 120 was authorized on Nov. 3, 1995.

Also in 1995, USTRANSCOM worked with the General Services Administration to link the small packages program — which provides delivery of next day, second and third day small packages, and freight — to CRAF participation. This was part of a continuing effort to leverage the business base for CRAF.

USTRANSCOM also developed initiatives such as VISA and alternative contracting procedures during 1995. In addition, USTRANSCOM's ITV capability was expanded, and development of GTN continued.

From June through August, Ready Reserve Force ships *Cape Race* and *Cape Diamond* supported Operation Quick Lift, which moved elements of the United Nations (UN) Rapid Reaction Force deploying to Bosnia-Herzegovina in support of the UN Protection Force. On their three voyages, the ships carried 368,500 square feet of equipment and cargo for British and Dutch elements of the UN Rapid Reaction Force. The



*The Mobility Control Center (MCC) has undergone many changes over the years. Now, USTRANSCOM's MCC is the core of the new Joint Mobility Control Group.*



Operation Quick Lift deployment served as a model for the deployment of bilateral agreements and U.S. lift support to foreign nations during Operation Joint Endeavor, UN peacekeeping operations in Bosnia-Herzegovina, which began Dec. 4. USTRANSCOM ordered Military Sealift Command and the

Maritime Administration to activate two RRF roll-on/roll-off ships to support the deployment of the Implementation Force (IFOR) for Joint Endeavor. This time, the *Cape Rise* and *Cape Race* were activated for the deployment and made two voyages each to Split, Croatia. Together, they delivered 370,000 square feet of equipment and cargo for IFOR.

In addition to Joint Endeavor, the command also supported Operation United Shield (redeployment of UN forces from Somalia), Safe Border (peacekeeping in response to border clashes in South America), and search and rescue operations following the Oklahoma City bombing.

During 1995, USTRANSCOM sponsored several exercises to improve containerization efforts, including Turbo Containerized Ammunition Distribution System (Turbo CADS) and Turbo Intermodal Surge (TIS). Turbo CADS pushed the commercial industry to find out what they can and cannot do because USTRANSCOM depends on the commercial container leasing

industry, truck, rail and ocean carriers to provide the specialized capability that transporting munitions requires. During TIS 1995, the industry and military worked together to containerize a mechanized artillery battalion's equipment including 49 tracked vehicles, 133 wheeled vehicles and other mission essential equipment. After the equipment was containerized, it was railed to the Port of Oakland, Calif., where it was loaded onto a commercial container ship. The ship was unloaded and the



*Dry-cargo ships provide point-to-point transport of Department of Defense equipment and supplies to U.S. military forces around the world. During peacetime, the Military Sealift Command transports more than 90 percent of DoD's dry cargo on regularly scheduled commercial ocean lines. However, for more remote parts of the world not serviced by these liners, MSC charters some privately owned dry cargo ships from the U.S. merchant fleet.*

containers of equipment were returned to Fort Carson, Colo., where the exercise had begun.

In November, USCINCTRANS and the vice chief of naval operations agreed to a fiscal year 1997 through fiscal year 2001 funding profile to support USTRANSCOM requirements for RRF readiness. These funds will ensure prescribed readiness requirements and standards are maintained. In January 1996, the deputy secretary of defense signed a memorandum codifying the funding profile.

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## 1996

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By Jan. 18, the U.S. Transportation Command (USTRANSCOM) had been supporting Operation Joint Endeavor for a month and a half and had performed 1,259 intra-theater missions carrying 6,068 passengers and 24,908 tons of cargo. In addition, the command executed 267 inter-theater missions carrying 6,698 passengers and 8,302 tons of cargo.

USTRANSCOM continued to work with industry in 1996 to improve the Department of Defense's (DoD) use of intermodal container systems through the Joint Container Exercise Program (JCEP). JCEP's goals are: increase DoD's use of intermodal systems, ensure interoperability between DoD and industry systems, maximize use of the commercial industry, and enhance joint planning with industry. Two USTRANSCOM-sponsored exercises continued to improve DoD's containerization efforts with the commercial industry.

The Voluntary Intermodal Sealift Agreement (VISA) program continued to evolve during 1996 as well. By the end of the year, all major ocean carriers had approved and joined the VISA pro-

*"This is a very complex, time-sensitive business. The consequences of failure, in my mind, are unthinkable," said U.S. Air Force Gen. Robert L. Rutherford in his exit interview with the command historian. "We must improve the process while avoiding past mistakes. I think we're headed in the right direction. We need to stay steady on course."*



SSgt. James D. Mossman

*The 155th Transportation Company, Fort Eustis, Va., loads a five-ton truck on board USNS Denebola, one of Military Sealift Command's fast sealift ships, in Mogadishu, Somalia, May 14, 1996.*



Senior Airman Richard M. Heileman

*Staff Sgt. Larry Rojas and Technical Sgt. Ian Palmer (Reserve) transportation specialists with the 349th Air Mobility Wing, Travis AFB, Calif., run to a C-5 Galaxy as they compete in an engine-running onload/offload, an event in the Rodeo '96 competition held at McChord AFB, Wash.*

gram as well as its Joint Planning Advisory Group (JPAG). An interagency, government-industry forum for joint planning, JPAG was formally convened and began working on concepts of operations for sealift support of major defense contingency plans.

The first large, medium-speed roll-on/roll-off ship conversion, U.S. Naval Ship *Shughart* (T-AKR 295), was delivered May 7. C-17 acquisition remained a top priority, along with acquisition of the 60K aircraft loader, named for its ability to lift 60,000 pounds of cargo or equipment.

In July, USTRANSCOM activated *Cape Ducato*, a Ready Reserve Force roll-on/roll-off vessel, in support of Operation Joint Endeavor. It carried 61,599 square feet of rolling stock to Antwerp, Belgium.

Back at Scott AFB, Naval Reserve (NR) Joint Intelligence Center - Transportation (JICTRANS) 0182 became a supporting unit to USTRANSCOM's JICTRANS Aug. 3. Formerly known as NR Office of Naval Intelligence 0218, NR JICTRANS 0182 has long been associated with the St. Louis area.

Oct. 8, President William J. Clinton signed the Maritime Security Act of 1996, which authorized financial assistance for 47 militarily useful U.S.-flagged commercial ships engaged in international trade. Specifically, the act intended to ensure availability of commercial shipping and a pool of qualified merchant mariners to crew Ready Reserve Force and other government vessels during crises and war. The act also granted reemployment rights for merchant seamen who crew government sealift vessels during military emergencies.

General Rutherford handed USTRANSCOM's command to U.S. Air Force Gen. Walter Kross in July 1996. One of General Kross' first initiatives was to start a Customer Day program with other government agencies which are serviced through the Defense Transportation System, such as the Defense Commissary Agency, Army/Air Force Exchange Service, Navy Exchange

Command, and the warfighting unified commands. In addition, General Kross and his staff began visiting leading firms in manufacturing, service and transportation sectors around the United States to learn from their processes to help improve the service USTRANSCOM provides to its customers.

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## 1997

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1997 has been a year of reengineering at U.S. Transportation Command (USTRANSCOM).

The Joint Operational Support Airlift Center (JOSAC) at USTRANSCOM became fully operational April 1. It performs consolidated scheduling of continental United States (CONUS) operational support airlift (OSA), achieving wartime readiness by supporting the highest priority peacetime Department of Defense (DoD) missions. In 1995, Congress called for a review of all services' OSA programs including fleet size, wartime requirements, and modifications to scheduling and operations. The study concluded that centralized scheduling of CONUS OSA under a single, unified commander would satisfy more customers while flying fewer missions; thus, USTRANSCOM established the JOSAC in October 1996. The JOSAC is part of the operations and logistics directorate (TCJ3/J4).

The Joint Mobility Control Group (JMCG), another part of the TCJ3/J4, is a command and control structure that integrates common-user traffic management to include both military and



Don S. Montgomery, USN retired

*The Military Sealift Command large, medium-speed, roll-on/roll-off (LMSR) ship USNS Gilliland (T-AKR-298) is completing her conversion and fitting out at the Newport News Shipbuilding and Drydock Corporation Shipyard.*

commercial lift. It is the focal point for optimizing Defense Transportation System (DTS) operations through centralized planning and control and decentralized execution. It is composed of eight essential elements: USTRANSCOM's Mobility Control Center (MCC), command center elements of the three

Transportation Component Commands (TCC), Joint Traffic Management Office, Joint Intelligence Center - Transportation, Global Patient Movement Requirements Center and JOSAC. The JMCG is one of USCINCTRANS' end-state objectives from USTRANSCOM's first strategic plan.

The Business Center, part of TCJ3/J4, was established June 1 and is the command focal point for identifying and evaluating the business aspects of worldwide DTS operations. Through close coordination with the MCC and the TCCs, it identifies new DTS business opportunities, innovative products and services, and strategic partnerships with both DTS customers and commercial industry providers. It develops the USTRANSCOM Corporate Business Plan to link command planning objectives to financial activities and manages the USTRANSCOM industry visitation program.

ties and manages the USTRANSCOM industry visitation program.

USTRANSCOM's ability to meet its future sealift requirements received a big boost with the keel laying ceremony on May 29 for U.S. Naval Ship (USNS) *Bob Hope*, a new class of large, medium speed, roll-on/roll-off (LMSR) ships. USNS *Bob Hope* will be crewed by civilian mariners, measure 950 feet in length, sail at speeds up to 24 knots, and provide 397,413 square feet of cargo capacity, an area sufficient to transport equipment and vehicles for approximately one-third of an Army brigade.

USTRANSCOM's No. 1 customers are the warfighting CINCs who must know the combat readiness status for each



*The C-21A (Learjet Model 35) is a twin-engine short-range jet cargo and passenger carrier. In addition to providing operational support airlift of cargo and passengers, the C-21A can transport patient litters during medical evacuations.*



force element. They must have an accurate idea on available support and resupply needs of each force element. They must have a picture of intransit assets at any given time. To meet those needs, USTRANSCOM continued developing an intransit visibility (ITV) capability through the Global Transportation Network (GTN), which reached full operational status in 1997.

The Voluntary Intermodal Sealift Agreement (VISA) was approved as an alternate to the existing Sealift Readiness Program on Jan. 30.

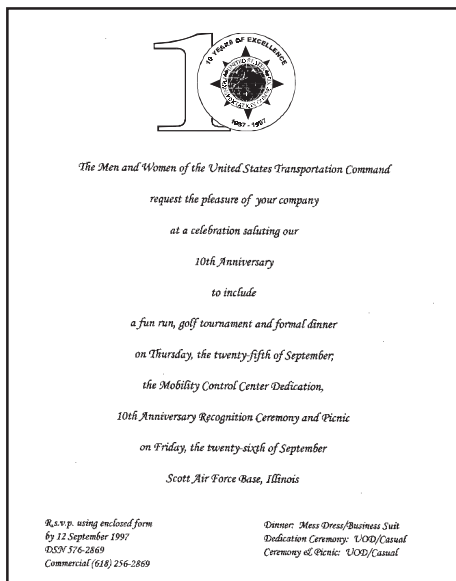
Most stateside C-130 Hercules cargo aircraft returned to the Air Mobility Command (AMC) fold from Air Combat Command (ACC) on April 1. This resulted in AMC controlling most active duty transport aircraft and aerial refueling tankers in CONUS.

In August, the commander in chief of USTRANSCOM, for the Department of Defense, and the administrator of the Maritime Administration (MARAD), for the Department of Transportation, completed a Memorandum of Agreement (MOA) on the National Defense Reserve Fleet (NDRF) and the Ready Reserve Force (RRF). Superseding its 1988 predecessor, this new MOA more precisely defined USTRANSCOM, MARAD, Military Sealift Command and Navy interrelationships, and stipulated that DoD appropriations would provide funding for NDRF and RRF, while management and control of the NDRF and RRF prior to and through their activations rested with MARAD.

In addition, a ceremony at Ramstein AB, Germany, marked the delivery of AMC's new 60,000-pound cargo loader (60K). The loader was named the "Tunner" in honor of Lt. Gen. William H. Tunner, who commanded the Berlin Airlift, and later, the Military Air Transport Service from July 1958 to May 1960. The 60K loader can handle up to six cargo pallets at once and drive on/off all military and commercial cargo aircraft.

USTRANSCOM also has been heavily involved in opera-

*"It is most appropriate that this loader (60K Tunner) be named for an individual who is synonymous with air mobility, with mission success ... around the world in the 1940s and 1950s, and set the stage for what has become the ... best intermodality capability that the world has ever seen. And so today it gives me great honor to officially announce that we are going to name this 60K loader after Lt. Gen. William Tunner. It will be called The Tunner," said U.S. Air Force Gen. Walter Kross at a naming ceremony for the 60K Tunner at Rhein Main AB, Germany.*



tions and exercises this year, including Deep Freeze (airlift to Ross Island near the southern polar ice cap of Antarctica), and Guardian Retrieval (evacuation of civilians from the civil war in Zaire). AMC performed the 500th mission of Operation Provide Hope (humanitarian airlift to states in the former Soviet Union), and also transported members of the National Transportation Safety Board to Guam after a Korean Airlines jetliner crashed there in August.

USTRANSCOM celebrated its 10th anniversary with a variety of ceremonies and events on Sept. 25 and 26. Former commanders in chief and deputy commanders in chief, plank owners (the original staff of 50), and past and current members of USTRANSCOM participated in a 5K fun run; golf outing; formal dinner; dedication of the Mobility Control Center to U.S. Army Col. (Ret.) Robert A. Miles Jr., a deceased plank owner; and ceremony in which items commemorating the first 10 years of USTRANSCOM's history were placed into a "time capsule." The capsule will be opened on USTRANSCOM's 20th anniversary.

In honor of the 10th anniversary of USTRANSCOM, the command changed the badge worn on military uniforms to more closely resemble the first badge.



SSgt. John E. Laskey

*Military passengers arrive at Tuzla AB, Bosnia-Herzegovina, Feb. 25, 1997, as a C-130 Hercules offloads cargo and personnel while the engines are running.*





*"Early in the conflict," U.S. Air Force Gen. Hansford T. "H.T." Johnson, USCINCTrans during the Gulf war recalled, "we had a requirement at Shaw AFB [S.C.] for passengers. . . . We flew two commercial aircraft in to carry them [to the AOR]. When the aircraft got there, they found a load for only one of them.*

*In this case, we had two deadheaded legs, from Paris to the CONUS [continental United States] and return. We, as a command and as a nation, cannot afford the expense of doing business that way."*

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## Operation Desert Shield/ Desert Storm

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Chairman of the Joint Chiefs of Staff (CJCS) Army Gen. Colin Powell told Congress that Desert Shield/Desert Storm had proven USTRANSCOM's worth. He called the operation the command's "graduation exercise," and as far as he, Secretary of Defense Dick Cheney and President George Bush were concerned, the United States Transportation Command (USTRANSCOM) had "graduated magna cum laude."

Looking back on the operation, it is easy to see where the current systems and programs such as the Global Transportation Network, US TRANSCOM Regulating and Command & Control Evacuation System, Voluntary Intermodal Sealift Agreement, Joint Intelligence Center - Transportation and other integral parts of today's USTRANSCOM came from.

### *JOPES and GTN*

U.S. Transportation Command established the Global Transportation Network (GTN) management office in the command, control, communications and computer systems directorate (TCJ6) May 4, 1990. With Operation Desert Shield/Desert Storm, GTN really began moving in fast forward.

The Joint Operations Planning and Execution System (JOPES), a merger of the Joint Operations Planning System and the Joint Deployment System, was untried in a real world contingency. Part of the Joint Chiefs of Staff's (JCS) Worldwide Military Command and Control System, JOPES was the Depart-

ment of Defense's (DoD) primary macro-level transportation management system, allowing theater commanders and major commands to communicate requirements and sort out priorities. Considered by users not to be user friendly but adequate for peacetime deliberate planning, the system grid-locked in execution planning just as the Desert Shield/Desert Storm deployment got underway.

U.S. Central Command (USCENTCOM) and USTRANSCOM worked together to restore user confidence in the system and bring order to the deployment. USTRANSCOM JOPES experts helped USCENTCOM execution planners operate the system and refine the Time Phased Force Deployment Data. JOPES came back on-line Aug. 24 and allowed USTRANSCOM to give the Joint Staff and the commander in chief (CINC) of USCENTCOM a new perspective on total deployment requirements. The command also accelerated the development of another part of GTN, the Dynamic Analysis Replanning Tool, a suite a hardware and software for rapidly editing transportation scheduling data and analyzing courses of action.

Following the war, U.S. Air Force Gen. Hansford T. "H.T." Johnson, CINC of USTRANSCOM (USCINCTrans) outlined his concept of GTN and its relationship with JOPES: "Ultimately, the Global Transportation Network will be the automated data processing system for U.S. Transportation Command. ... GTN ... will allow us to have total asset visibility ... It allows us to execute our missions with better, more timely information. It allows everybody in the system to know the same thing at the same time."

*"Ultimately, the Global Transportation Network will be the automated data processing system for U.S. Transportation Command. ... GTN ... will allow us to have total asset visibility, at least for the time the cargo is in the transportation system. It allows us to execute our missions with better, more timely information. It allows everybody in the system to know the same thing at the same time."*

## *Airlift*

U.S. Transportation Command (USTRANSCOM) learned critical lessons from Desert Shield/Desert Storm in the management of airlift. Though not a new subject by any means, new solutions were found to old problems. To help cope with “priority creep,” the tendency for transportation users to continually

elevate the priority of their air cargo, USTRANSCOM established a special code and an airlift system to support it. Named Desert Express, the operation was one of the command’s most successful Desert Shield/Desert Storm initiatives.

USTRANSCOM designed Desert Express to meet U.S. Central Command’s (USCENTCOM) war-stopper requirements — such as spare parts for aircraft, tanks and other high-tech equipment — and patterned it after commercial airlines’ overnight delivery service. Oversize and outsize cargo,

including aircraft engines, were not authorized and rarely did Desert Express carry passengers.

“When it absolutely positively has to get there, USTRANSCOM created ‘Desert Express’ and ‘European Express’ to provide overnight delivery of crucial supplies,” General Johnson told *Air Commerce* magazine during the war.

Daily C-141 flights from Charleston AFB, S.C., to Dhahran and Riyadh, Saudi Arabia, carried cargo for all the services beginning Oct. 30. Daily space allocations for each service were based upon the services’ force structure and levels of operational



*Tanker aircraft, such as this Air Force KC-135 Stratotanker, are used around the world to refuel aircraft of all services, such as these two Navy EA-6B Prowlers. Aerial refueling aircraft extend the range of other aircraft making it possible for them to reach their destination non-stop. In addition, these refuelers can also carry passengers and cargo.*

activity in the AOR and were changed as needed. The operation's success spawned a similar arrangement between Rhein-Main AB, Germany, and the Persian Gulf.

By the end of the war, Desert Express had moved nearly 2,040 tons of top priority cargo and about 27 tons of secondary priority cargo on 135 missions. By May 20, 1991, when the operation ceased, Desert Express had carried an additional 512 tons of top priority cargo. At the end of the European Desert Express operation on March 14, 1991, it had airlifted 680 tons of top priority cargo and 761 tons of secondary priority cargo on 92 missions.

USTRANSCOM and its Transportation Component Command (TCC) Military Airlift Command (MAC) planned and carried out aeromedical airlift in support of Desert Shield/Desert Storm. During the operation, C-9 Nightingales were augmented by C-141s, which flew aeromedical evacuation (AE) missions between theaters, and by C-130s, which carried patients within the USCENTCOM area of responsibility (AOR). During the operation, the entire airlift force — active duty, reserve, strategic and tactical — transported nearly 16,400 patients in the AOR, from the AOR to Europe, and from Europe to the United States.

The Center for Disease Information, a Washington, D.C., based research organization, estimated 10,000 dead and 35,000 wounded in a

*"When it absolutely positively  
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Air Force Gen. Hansford T.  
"H.T." Johnson told Air  
Commerce magazine during the  
war.*



Staff Sgt. M.T. Huff

*Commercial aircraft frequently transport the military personnel and some equipment around the world through contracted charters and the Civil Reserve Air Fleet program.*



*Many military came home from the Gulf war on Civil Reserve Air Fleet aircraft to crowds of cheering Americans.*

three-month conflict. Fortunately, there was not a major ground war with large numbers of wounded requiring AE. Even so, aeromedical airlift specialists learned a great deal from Desert Shield/Desert Storm.

The deployment reinforced their belief that they needed access to Boeing 767s in Civil Reserve Air Fleet (CRAF) Stage II for AE operations. Additionally, they concluded that medical personnel at the unified commands needed to become more deeply involved in the Time Phased Force Deployment Data (TPFDD) refinement process. Furthermore, the commands determined that the patient evacuation and care process was fragmented, which resulted in aeromedical airlift aircraft not being used to their optimum capability.

At war's end, USTRANSCOM recommended that the Joint Chiefs of Staff (JCS) establish a single, joint, peacetime and wartime process that integrated medical regulating — identifying a destination hospital with the proper level of care and an available bed — and aeromedical airlift. As a result, USTRANSCOM merged the Armed Services Medical Regulating Office, the 375th Airlift Wing's Aeromedical Evacuation Coordination Center and elements of the Air Mobility Command (formerly Military Airlift Command) surgeon general's staff to establish the Global Patient Medical Regulating Center on June 15, 1994. The US TRANSCOM Regulating and Command & Control Evacuation System, an advanced decision support system in development since 1994, is scheduled to replace the Defense Medical Regulating Information System .

### *Sealift*

At the height of sealift operations during the Gulf war, Dec. 31, 1990, 217 ships — 132 en route, 57 returning, and 28 loading or unloading — formed a virtual steel bridge across the Atlantic Ocean. This equated to about one ship every 50 miles from Savannah, Ga., to the Persian Gulf.



By the end of the war, ships had moved 945,000 pieces of unit equipment totaling nearly 32.7 million square feet — enough tanks, trucks, ammunition, and food to cover every square foot of 681 football fields. Unit equipment sealifted to the AOR totaled nearly 2.43 million tons. Another 616,700 tons of sustainment dry cargo traveled by sea. In all, the command transported about 9.2 million tons of cargo by sea (3.1 dry and 6.1 petroleum products) to the Persian Gulf during Desert Shield/Desert Storm.

Within one week of being ordered to get underway, the first prepositioning ships began to unload their cargo at Al Jubayl, Saudi Arabia, Aug. 15. The 12 ships of the Afloat Prepositioning Force (APF) began arriving in Saudi Arabia from Diego Garcia on Aug. 17. Seven of 13 MPS and eight of the 12 APF ships remained in the theater as U.S. Central Command (USCENTCOM) common-user assets.

The eight ships from U.S. Transportation Command's sealift component Military Sealift Command's (MSC) Fast Sealift Ship (FSS) fleet began arriving in the USCENTCOM area of responsibility (AOR) soon after the APF. USTRANSCOM had ordered MSC to activate three of the FSSs on Aug. 7 and the remaining five on Aug. 8. One FSS carries roughly the same amount of cargo as 130 C-5s.

For Desert Shield/Desert Storm, MSC and the Maritime Administration (MARAD) undertook the first large-scale activation of the Ready Reserve Force (RRF). In all, MARAD activated 76 ships between Aug. 7, 1990, and March 10, 1991. The majority — 70 — were dry cargo ships. By war's end, the RRF had carried 28 percent of the unit cargo for U.S. forces.

Along with the prepositioning ships, FSSs and the RRF,



*Roll-on/roll-off ships provide “point-to-point” transport of DoD equipment and supplies to U.S. military forces around the world.*





*Tearful hellos and good-byes were common sights during the 1990 deployment and 1991 redeployment of the American military to Southwest Asia.*

chartered commercial ships played a vital role in the deployment. MSC chartered 32 U.S.-flagged vessels which carried approximately 13 percent of Desert Shield/Desert Storm unit equipment. MSC also chartered 177 foreign vessels from 34 nations. Of all dry cargo (unit equipment plus containerized and breakbulk sustainment), the U.S.-flagged fleet (military and commercial) carried 78.8 percent. Foreign flag vessels carried the remainder.

Based on their Desert Shield/Desert Storm experiences, commercial carrier companies offered several suggestions to improve strategic deployment. They called for increased use of containers, and most wanted to play a bigger role in military exercises and planning. They suggested that shipping executives meet with military planners for a one- or two-week exercise each year. They wanted USTRANSCOM to include more of the industry in Joint Logistics Over-the-Shore exercises.

They called for MSC to revise its emergency sealift contracting procedures to include a contingency response program like those at the Military Traffic Management Command and Military Airlift Command covering commercial operators. Out of these suggestions grew the Voluntary Intermodal Sealift Agreement (VISA), a sealift program that contractually provides phased access to vessel capacity (through a combination of charter and liner services of U.S.-flagged ocean carriers) and intermodal capability during contingencies.

Under VISA, DoD's peacetime business with a carrier will be tied to the level of that carrier's commitment of assets and services. VISA also allows shippers to carry military cargo alongside commercial cargo.

Since the war, USTRANSCOM also has been looking for ways to streamline its contracting processes and to replace the current MSC worldwide rate agreement. Specifically, USTRANSCOM is looking for a tailored maritime contract process that requires less time and increases operational flexibility, enhances readiness and improves quality of service for customers.

### *Overland lift and port operations*

U.S. Transportation Command's (USTRANSCOM) Army component command, Military Traffic Management Command (MTMC), coordinated the movement of Army, Air Force, and Marine Corps units' equipment to seaports, prepared those ports for ships and cargo, and supervised ports operations worldwide. MTMC and the Military Sealift Command (MSC) recorded the loading of about 2.7 million tons of equipment and dry cargo onto 537 ships at 50 commercial and military ports worldwide in support of Desert Shield/Desert Storm. Ports in the United States loaded 1.7 million tons of equipment and dry cargo on 330 ships while overseas ports loaded 207 ships with 1.003 million tons of cargo. MTMC relied heavily on the commercial sector. For overland lift routing 1.2 million tons of unit cargo and equipment to U.S. seaports on nearly 16,000 commercial rail cars and 54,000 commercial trucks. The commercial sector accounted for nearly 90 percent of the tonnage transported by truck and rail to U.S. ports. MTMC's Defense Freight Railway Interchange Fleet of 1,421 heavy-duty flatcars carried the remainder, mostly heavy fighting vehicles such as M1 and M60 tanks. In addition, MTMC estimated that commercial truck companies carried 70 percent of all Desert Shield/Desert Storm ammunition.

The hardest part of any great deployment — and Operation Desert Shield/Desert Storm was no exception — is getting deploying troops and their equipment to their destinations at the same time. This is harder because troops fly there, but their equipment goes by ship. Before a unit's equipment was loaded onto a ship for its voyage to Desert Shield/Desert Storm, it first had to travel overland to the seaports of embarkation. Nearly all of the troops arrived at their continental U.S. embarkation points via commercial aircraft or commercial bus (about 105,000 by the former, 30,000 troops by the latter) under contract to MTMC.

*"I was blessed to come here at a momentous time in our nation's and our world's history," U.S. Air Force Gen. Hansford T. "H. T." Johnson said in his exit interview with the command historian. "And I'm blessed to have outstanding people that were able to do the task assigned and I believe do it very, very well. Although USTRANSCOM has a very short heritage, our commands have strong heritages. Those heritages were enhanced in the past few years."*



*USTRANSCOM reservists (left to right) U.S. Army Reserve Sgt. First Class Tim Binder, U.S. Navy Reserve Rear Adm. John McKinley (JTRU commander) and U.S. Army Reserve Capt. (now a major) Donna Lance are full partners in the USTRANSCOM team of active duty, reservists and civilians.*

After the war, U.S. Air Force Gen. Hansford T. “H.T.” Johnson, commander in chief of U.S. Transportation Command, summarized his thoughts on Desert Shield/Desert Storm surface transportation activity in the United States. He believed that the nation’s ability to rapidly deploy forces was “absolutely dependent upon” MTMC’s relationship with commercial industry. “He added that as the United States reduced its overseas military presence, the nation’s dependence on commercial industry for surge operations would increase.”

General Johnson concluded that surface transportation support to Desert Shield/Desert Storm was “an unqualified success for both military and commercial industry participants.”

Through the Special Middle East Sealift Agreement (SMESA), USTRANSCOM capitalized on the strength of the U.S. maritime industry to deliver almost all of the Desert Shield/Desert Storm sustainment cargo. Through this contracting arrangement, the Military Sealift Command (MSC) booked Department of Defense cargo aboard regularly scheduled U.S. liner services between the United States and the Middle East. The Military Traffic Management Command estimated that it booked, and MSC shipped, about 37,000 40-foot SMESA containers to the Persian Gulf, some breakbulk cargo and a small number of 20-foot and refrigerated containers.

The military’s first large-scale use of containers, SMESA was both flexible and reliable. The contract called for a 10-week-long service, beginning Aug. 27, 1990, with a government option for extensions. SMESA was still in effect when the redeployment of troops began March 10, 1991.

The first venture into containerization had its problems. U.S. Central Command (USCENTCOM) estimated that due to lack of documentation it had to open about 40 percent of the containers sent to Dhahran to determine contents and final destination. Containers delayed in theater caused customers to reorder goods, further burdening the transportation system. To capitalize on lessons learned in Desert Shield/Desert Storm, the

Joint Chiefs of Staff reconvened the Joint Container Working Group in 1991 and tasked USTRANSCOM to develop an exercise plan to deploy a brigade-sized element using container ships.

To demonstrate the commercial intermodal systems' capability, USTRANSCOM received approval from the commander in chief of U.S. Pacific Command to move the 29th Signal Battalion using container ships in the Team Spirit 1993 exercise. This successful effort demonstrated the capability to deploy door-to-door with commercial intermodal systems and container ships.

In 1995, USTRANSCOM introduced the Joint Container Exercise Program with the Turbo Intermodal Surge and Turbo Containerized Ammunition Distribution System series of exercises to aid in the containerization process and further developed the Global Transportation Network program to enhance the command's ability to provide intransit visibility to the warfighters.

### *Reserve augmentation*

It is readily apparent that U.S. Transportation Command (USTRANSCOM) and its Transportation Component Commands could not have performed their wartime missions without reserve augmentation during Desert Shield/Desert Storm. At war's end the commands' augmentees — from U.S. Army Reserve, U.S. Naval Reserve, and Air Reserve Component (both U.S. Air Force Reserve and Air National Guard) — peaked at 22,681.

USTRANSCOM learned many important lessons about its dependence on reservists during this time, but perhaps the most



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## St. Louis Reservists activated for Gulf



528 Independence (T-62) returns to San Diego in December after serving in the Persian Gulf. St. Louis' Det 5th, during an USTRANSCOM tour, worked with local and national media including CNN, ABC, and the "Miami News" to cover Gulf's humanitarian aid.

### NAVY LEAGUE HOSTS SPOUSES

More than 140 spouses of Navy men and women recalled for duty during Operation Desert Storm got a first-hand look at benefits and support services and a lunch sponsored by the St. Louis Navy League Council.

The families heard presentations by Jerri Kellen on CHAMPUS and by Susan Kelly, director of the Scott AFB Family Service Center. The Saturday, February 9, event was held at the Marriott Hotel at St. Louis International Airport.

"To get the most from your CHAMPUS benefit plan," Kellen told the family members, "you need to find a doctor who will accept CHAMPUS assignment."

Service members' families are eligible for health care benefits from a variety of sources, including the Scott AFB hospital and clinics and other service health care facilities.

But members and families need to review the CHAMPUS guidelines carefully to minimize their own expenses.

The CHAMPUS office phone number at Scott is 1-618-256-7521. On the support services side the Scott Family Service Center is supporting families of all branches of the military, Kelly said.

The center's services include monthly meetings, support groups, adopt-a-family program, newsletters, financial counseling (including

**USTRANSCOM DET 118  
ON STATION AT SCOTT  
AIR FORCE BASE**

"Look around this room and point out the Reservists here," challenged RADM Martin W. Leukhardt, USNR, USTRANSCOM's Mobilization Assistant, his arms sweeping around the Crisis Action Team (CAT) space at US Transportation Command, Scott AFB IL. Personnel from each of the services were operating from the desks, phone banks, and computer terminals circling the room. "Look at the Navy members here. You can't tell the difference between Reservists and permanent active duty people, and that's the way it ought to be."

RADM Leukhardt was proud of the Reservists from one of the nation's newest Naval Reserve Units, NR US Transportation Command Det 118, St. Louis (NR USTRANSCOM DET 118). The unit was activated in June during Naval Reserve Birthday open house ceremonies at the St. Louis Naval Readiness Center. At that activation, VADM Paul D. Bantz, USN, Deputy Commander-in-Chief, USTRANSCOM, welcomed and challenged the unit members to be ready for rapid response to a recall situation. Recall preparedness is inherent in the command's mission, which is to provide airlift, sealift, and land-

FAMILY SUPPORT continued on page 2      USTRANSCOM continued on page 4

important was that the expertise it gained from having a mix of services in its reserve augmentation was invaluable. Consequently, at the end of the war the command proposed to the Joint Chiefs of Staff the formation of a USTRANSCOM Joint Transportation Reserve Unit (JTRU).

Built around Naval Reserve USTRANSCOM Det. 118, the new joint unit would include all the authorized USTRANSCOM reserve augmentation of 65 Selected Reserve billets and 31 Joint

Mobilization Augmentees.

Under the proposal, the billets would be redistributed to achieve service balance.

Based on the recommendation of U.S. Navy Vice Adm. Paul D. Butcher, USTRANSCOM's deputy commander in chief, USTRANSCOM submitted a concept plan to the JCS for formation of the JTRU. On March 1, 1990, Naval Reserve Military Sealift Command/ Joint Deployment System Liaison 108 Unit relocated from Tampa, Fla., to St. Louis,



*Throngs of cheering Americans greeted military returning from the Gulf war in 1991.*

Mo., as Naval Reserve USTRANSCOM Detachment 118. Under its first commanding officer, U.S. Naval Reserve Capt. Thomas E. Doyle the unit was formally activated on June 23, 1990, at the St. Louis Naval Reserve Readiness Center. The following weekend the unit, with a manning authorization of 22 officers and 14 enlisted, started its regularly scheduled monthly drills at Scott AFB.

Most of the manning was slated for mobilization assignments in USTRANSCOM's operations and logistics directorate (TCJ3/J4). The Joint Chiefs of Staff approval in August 1991



formally recognized the JTRU as the “prototype” joint reserve unit. USTRANSCOM stood up the JTRU on Sept. 7, 1991, the first joint unit in the Department of Defense.

Built around the core of reserve personnel who served with the command during Operation Desert Shield/Desert Storm, the unit would eventually include a two-star equivalent billet as commander and Army, Navy, Marine Corps, Air Force and Coast Guard elements.

Today the unit has 137 funded billets distributed among the five services. Each service element is commanded by a Colonel/Captain. The majority of unit members are still assigned to TCJ3/J4 (many as senior duty officers in the Mobility Control Center) with additional support provided to Joint Intelligence Center - Transportation, the Global Patient Movement Requirements Center, and other directorates throughout the command.

JTRU members have supported every major USTRANSCOM operation. In fiscal year 1996 alone, JTRU members provided nearly 4,000 mandays (not counting drills or annual tours) of direct support to USTRANSCOM everyday operations. The JTRU continues to be an integral part of the USTRANSCOM's team during peace and war.



## JICTRANS

In service less than a year before Desert Shield/Desert Storm, the Joint Transportation Intelligence Center (JTIC) was U.S. Transportation Command's (USTRANSCOM) principal intelligence source during the war. JTIC, aided by the command's liaison officers from the Central Intelligence Agency, Defense Intelligence Agency and National Security Agency, helped overcome many of the problems USTRANSCOM had with intelligence from Southwest Asia. JTIC, through its liaisons with national intelligence agencies, was able to provide updated reports and imagery of transportation facilities on the Arabian





*Physical training is part of USTRANSCOM's routine, just as it is elsewhere in the military.*

Peninsula. It helped USTRANSCOM planners determine seaport throughput capabilities and flow rates for military and civilian aircraft, and select embarkation, debarkation, and transfer points. Furthermore, the JTIC augmented the Military Traffic Management Command staff with two intelligence officers early in the deployment, and provided the Military Sealift Command warning advisories so that ship masters could avoid threats to their vessels.

After the war, JTIC enjoyed an expanded role in providing pertinent intelligence products to USTRANSCOM planners. As its role expanded, its name changed. It is now the Joint Intelligence Center - Transportation, providing transportation related intelligence not only to USTRANSCOM but all of DoD.

# USTRANSCOM Plank Owners

Gen. Duane H. Cassidy, USAF  
Col. David S. Hinton, USAF  
Master Sgt. William S. Magee, USAF  
Airman First Class Thomas J. Waddle, USAF  
Col. Reinhard M. Lotz, USA  
Lt. Col. Robert D. LaRue, USAF  
Lt. Col. Robert A. Eason Jr., USAF  
GS-12 Rex P. Ohlemeier  
GS-7 Patricia A. Jones  
GM-14 James K. Matthews\*  
Col. Bobby O. Floyd, USAF\*  
Master Sgt. Donald A. Vernon, USAF  
Col. Roy T. Baker, USAF  
Maj. William T. Spence, USAF  
GS-12 Terry L. Davis  
GS-6 Ruth M. Wilhelm\*  
Staff Sgt. Bobby E. Oliver, USA  
Lt. Col. Larry L. Culley, USAF  
Lt. Col. Andrew J. Pelak, USAF  
GS-6 Sondra S. Meyer\*  
GS-6 Melinda R. Jones  
Maj. John L. Wigginton, USAF  
Staff Sgt. Dixie L. Fitts, USAF  
Master Sgt. Gregory A. Moore, USAF  
Lt. Col. Jon A. Hawley, USAF

Chief Master Sgt. Robert J. Jenkins, USAF  
Chief Master Sgt. Richard P. Burns, USAF  
Lt. Col. James R. Lee, USAF  
GS-6 JoLynn J. Bien\*  
Spc. Abigail R. Tuff, USA  
Sgt. First Class Mark G. Peters, USA  
Lt. Col. Gary P. Gibson, USAF  
Maj. C. Parks Schaefer, USAF  
GS-9 Jackie H. Manning  
GS-6 Dorothy Amend  
Sgt. Mary K. Regan, USAF  
Lt. Col. Robert A. Miles Jr., USA  
Maj. Willard N. Mills, USAF  
Lt. Cmdr. Jo Ann Porter, USN  
GS-11 Mary E. Kister\*  
Spc. Manuel E. Acosta, USA  
GS-5 Patti Hunter\*  
Chief Master Sgt. George T. Whitaker, USAF  
Lt. Col. Robert J. Bordenave, USAF  
Brig. Gen. John R. Piatak, USA  
Lt. Col. Paul C. Behm, USAF  
Lt. Col. Robert S. Evarts, USA  
Col. Richard C. Craveiro, USAF  
Maj. Gen. John E. Griffith, USAF  
Rear Adm. Albert J. Herberger, USN

Plank Owner is a Navy term used to identify a member of the first crew to serve on a newly commissioned ship. It comes from the French tradition that such a crew member becomes part owner of the ship, each owning a plank. The 50 USTRANSCOM Plank Owners are the charter members assigned to the command when established in 1987. These 50 members reported to the command from July 3, 1987, through Sept. 28, 1997.

\* Still work at the United States Transportation Command or Air Mobility Command

*Written and Prepared by Danita L. Hunter  
Chief, Command Information  
Public Affairs Office  
U.S. Transportation Command*

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for their help in the preparation of this book.*

*Citations:*

*In addition to command yearly histories and chronologies, oral histories of the commanders and deputy commanders in chief, and news releases, the following books were researched.*

*United States Transportation Command, the National Defense Reserve Fleet, and the Ready Reserve Force: A Chronology by James K. Matthews, Ph.D., available Oct. 1, 1997, in the U.S. Transportation Command Research Center, 508 Scott Drive, Scott AFB, IL 62225-5357*

*So Many, So, Much, So Far, So Fast: United States Transportation Command and Strategic Deployment for Operation Desert Shield/Desert Storm by James K. Matthews, Ph.D., and Cora J. Holt, available in the U.S. Transportation Command Research Center, 508 Scott Drive, Scott AFB, IL 62225-5357*



# U.S. Transportation Command's Commanders in Chief



Gen. Duane H. Cassidy, USAF  
July 1987-September 1989



Gen. Hansford T. Johnson, USAF  
September 1989-August 1992



Gen. Ronald R. Fogleman, USAF  
August 1992-October 1994



Gen. Robert L. Rutherford, USAF  
October 1994-July 1996



Gen. Walter Kross, USAF  
July 1996-Present